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UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL

Report to the Chancellor on Efforts to Improve Pay and Working Conditions for UNC-CH Housekeepers

DECEMBER 17, 1993

Prepared by Laurie Charest, Associate Vice Chancellor for Human Resources
and
Bruce Runberg, Associate Vice Chancellor for Facilities Management
Division of Business and Finance

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All of us on campus have been, and continue to be, concerned about the compensation which state government affords our lowest-paid employees.

I recently asked Laurie Charest, Associate Vice Chancellor for Human Resources, and Bruce Runberg, Associate Vice Chancellor for Facilities Management, to review the University's efforts to increase compensation and opportunities for employees in the lowest pay ranks, with special attention to housekeepers because of their proportion in those classifications. Following is their comprehensive report. I am sharing the report with the campus community so that all can understand the complexities of the state compensation system, the efforts being made by our organizational units, and our determination to continue seeking improvements.

The report shows that pay, working conditions, and opportunities for growth have been improved markedly in the last four years for our lowest-paid staff. Our University community has succeeded in increasing awareness of the employees' needs among UNC system and state officials, including key legislators. And we have tapped University reserves to press forward with the highest raises allowable for our lowest-paid workers under the state's Accelerated Pay Plan.

Since I received the report, we have learned that the Office of State Personnel has established, effective January 1, 1994, a new Special Entry Rate of $14,549 for all full-time permanent state employees. We immediately implemented that change, and the base salary of approximately 133 current employees, plus those who join us in the future, in Salary Grades 50 through 55 will be increased to a minimum of $14,549. The new rate will replace the Accelerated Pay Plan, which is described in the report, since all employees will now be at or above the minimum level targeted by that plan.

Adequate compensation for and the well-being of our housekeepers and other low-paid employees is vital to the University. They support all that happens in our classrooms, research laboratories, and other workplaces.

Be assured that we will continue to maximize every opportunity to improve compensation and working conditions for all our employees.

Paul Hardin

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Introduction

Housekeepers at the University of North Carolina at Chapel Hill are organizationally located within the Housekeeping Division, which is a part of the Physical Plant organization. There are approximately 345 housekeeping positions (Salary Grade 50) at UNC-CH. It is important to note that not all of the University's lowest-paid employees are housekeepers. There are other employees in Salary Grades 50 to 54 employed outside of the Housekeeping Division in occupations such as laborer, general utility worker, sales clerk, vehicle operator, and food service assistant.

The Housekeeping Division is divided organizationally into "shops" with each shop headed by a Housekeeping Supervisor. There are 36 shops on the campus. Housekeepers at UNC-CH work several different shifts depending on the area to which they are assigned. The largest group of housekeepers, those that clean office, laboratory and classroom facilities, works from 3:50 AM until 11:50 AM, which enables them to receive an additional 10% shift premium pay. This is as a consequence of the State personnel policy which requires that employees who work more than half of their hours from 4:00 PM to 8:00 AM receive shift premium pay. There are other housekeeping shifts which also allow for 10% shift premium pay.

Compensation Issues

Salary schedules for Housekeepers are set at the State level. Under the leadership of Chancellor Paul Hardin, UNC-CH has increased salaries of housekeepers and other lowest-paid employees at every opportunity provided by the State system. Even in the absence of State funding, the University has reallocated funds to pay the maximum salaries allowed by the State for these jobs. UNC-CH administrators continue to communicate to the UNC System, the Office of State Personnel, and the General Assembly regarding the financial needs of these employees.

State Pay Plan. Housekeepers, like all other SPA employees at UNC-CH, are classified and paid according to the classification and compensation systems of the State of North Carolina. Pay ranges are set by the General Assembly and are the same across the State. The pay ranges for the lowest five salary grades of the State system are as follows:

Grade	Hiring Rate	Minimum	Maximum
Grade 50	$12,877	$13,521	$18,150
Grade 51	12,977	13,626	18,888
Grade 52	13,079	13,733	19,665
Grade 53	13,443	14,115	20,442
Grade 54	13,951	14,649	21,281

At UNC-CH, the hiring rate is not used. Rather, new employees are hired at the minimum of the salary range. The Office of State Personnel has allowed us this flexibility in all categories of staff employment in response to the competitive labor market in our area. The average "base salary" for full-time permanent UNC-CH Housekeepers is currently $14,879. This figure does not include shift premium pay, overtime, or longevity pay. Annual earnings for many Housekeepers are higher than salary due to these shift differentials, overtime, and longevity pay. (Average Housekeeper salaries and turnover for other UNC Institutions are included as Appendix A and Appendix B.)

Accelerated Pay Plan. The Accelerated Pay Plan, sponsored by Representative Anne Barnes, was enacted in the 1990 Legislative session. The plan provides for faster movement within the pay range for those employees in grade 50 to 53 who are making less than an amount established by the General Assembly and who are performing at or above the "Good" level. When the Accelerated Pay Plan was adopted in 1990, employees making less than $13,742 were eligible to receive a 3.2% increase after three months of service. Then employees were eligible for an additional 3.2% increase every six months until they reached $13,742. The General Assembly appropriated funds for one round of increases in FY 90-91 and these were implemented in January of 1991.

The following year the Accelerated Pay Plan remained in effect; however, the General Assembly did not appropriate funding and agencies were notified that they could implement the program at their discretion but would be responsible for funding the increases from their salary reserves. UNC-CH had no salary reserves as of July 1, 1991; we utilized the budget "flexibility" allowed by the General Assembly in order to allocate monies to salary reserves to implement the Accelerated Pay Plan. The plan was implemented retroactive to the day each employee became eligible and all payments were made in the November 1, 1991, paychecks. Many employees also received a second "accelerated pay" raise in January of 1992. UNC-CH provided funding for this increase also. During FY 91-92, 294 employees received Accelerated Pay Increases at a cost of $146,090. Employees in levels 50 to 53 who were eligible for Accelerated Pay were the only staff employees who received pay increases during FY 91-92. Many received increases of 6.4%. Many other universities within the UNC system did not fully implement the Accelerated Pay Plan during this year. These payments were the maximum allowable under the State system.

In FY 92-93, the General Assembly appropriated funds for Accelerated Pay for all agencies and universities except "Special Responsibility Institutions." Since UNC-CH is a "Special Responsibility Institution," the Chancellor, again using budget flexibility, identified and reserved funds for this purpose. The Office of State Personnel also gave agencies and universities flexibility in determining the amount of Accelerated Pay Increases up to a ceiling of 5%. The University implemented the maximum. In addition, the top of the Accelerated Pay Plan rose by $522 to $14,264. Two hundred eighty-four employees received Accelerated Pay Increases totaling $197,472. Again, these payments were the maximum allowable under the State system.

The Accelerated Pay Plan continues in FY 93-94. Since all staff employees received a 2% increase, the top of the Accelerated Pay Plan also rose 2% to $14,549. The University continues to give Accelerated Pay Increases at the 5% level funded from University reserves. Since July 1, 1993, the University has committed $57,153 for Accelerated Pay Increases.

Wage Floor Legislation. In the 1993 Legislative session, the General Assembly adopted new wage floors for the lowest three salary grades. The new wage floors are reflected above in the ranges for Salary Grades 50, 51, and 52. The University implemented these new wage floors effective July 1, 1993. New employees at UNC-CH are hired at the new minimum rates in these salary grades. Any employees already on staff whose salaries were below these levels received increases to the new wage floor. The General Assembly provided the funding needed to implement the new wage floors.

Shift Premium Pay. All University employees who work more than half of their hours from 4:00 PM to 8:00 AM receive a 10% shift differential for all hours worked. The largest group of housekeepers, approximately 250, work a shift which runs from 3:50 AM to 11:50 AM. This schedule was established in order to qualify employees for shift premium pay. Thus, approximately 70% of the Housekeepers receive 10% above their "base rate" for all of the hours they work.

Longevity Pay. All University staff employees who have a total of 10 or more years of service with the State receive Longevity Pay according to the following schedule:

Length of Service	Longevity Pay
10 Years Service	1.50%
15 Years Service	2.25%
20 Years Service	3.25%
25 Years Service	4.50%

Approximately 25% of the Housekeepers are currently receiving Longevity Pay.

Bonus. The General Assembly approved a 1% bonus payable to all State employees who work continuously from July 1, 1993, to December 31, 1993, payable in December of 1993. In addition, employees not eligible for the December bonus who are continuously employed from January 1, 1994, to June 30, 1994, will receive a 1% bonus in June of 1994. UNC-CH will pay bonuses to eligible Housekeepers and other staff employees on December 23, 1993.

Labor Market Data. The State compensation system sets salaries based on the labor market for similar positions within the State of North Carolina. From time to time, the Office of State Personnel makes salary range or grade adjustments in order to make State salaries more competitive with the labor market.

In 1991, UNC-CH requested that the Office of State Personnel conduct a labor market survey to determine if Housekeeper salaries lagged behind the labor market in order to support a salary increase. In addition, UNC-CH requested that special attention be given to the Triangle labor market to determine if a labor market problem existed in the Triangle, even if one did not exist for the State as a whole. According to the Office of State Personnel, the survey indicated that the housekeepers were "being paid at or around the prevailing market averages for the work they perform." In early 1992, the Office of State Personnel informed Associate Vice Chancellor of Human Resources Laurie Charest that it could not recommend either a salary range revision or additional geographic differentials for UNC-CH housekeepers.

The Office of State Personnel updated the salary comparisons again in September of 1992. With fringe benefits included, this survey showed state-employed Housekeepers' compensation to be above the industry compensation at hire, at average, and at maximum salary. The Office of State Personnel indicated that the State's hiring rate was 5.3% above the industry average hiring rate; its maximum rate was 6.2% above the industry average maximum; and its average pay for Housekeepers statewide was 1.3% above the survey's average maximum.

The results of these salary surveys did not change the University's support for higher salaries for our lowest-paid employees. However, the salary survey results did make it clear that the issue is not a labor market issue; rather, it is a policy issue for the State as an employer to consider. The Office of State Personnel does not set public policy. Rather, it implements the policies set by the General Assembly. The survey results made it clear that a Legislative "fix" would be required to change the salaries of our lowest-paid employees.

Efforts to Gain Support from Other Campuses. Because Housekeeper salaries are determined at the State level, Chancellor Hardin has, over the last two years, made pleas to the Chancellors of other UNC Institutions for support for increasing salaries of lowest-paid employees. The Chancellor discussed the issue with President Spangler, urging his support and the support of the University lobbyist. In addition, the Chancellor, in his presentation to the Advisory Budget Commission, indicated that increasing the salaries of our lowest-paid employees was one of the University's top priorities. The Chancellor and other Administrators have had continuing discussions with members of the Orange County Legislative delegation in support of salary increases for our lowest-paid employees.

Meeting with Legislative Delegation. In the Fall of 1992, a group of UNC-CH Housekeepers invited the members of the Orange County Legislative delegation to a meeting on the UNC-CH campus. Senator Howard Lee and Representatives Anne Barnes and Joe Hackney met with Housekeepers and their supporters including members of the UNC-CH Administration. At this meeting, the Orange County delegation expressed concern about the salaries of Housekeepers but indicated that the issue was not a labor market issue, but a social issue. At the suggestion of Representative Barnes, members of the University Administration began a series of meetings with UNC-CH Housekeepers to develop pay proposals.

Development of Pay Proposals for Lowest-Paid Employees. A series of meetings was held with Housekeepers who had attended the meeting with Legislators in order to develop joint proposals for improving salaries of our lowest-paid employees. At the request of the group, the Office of Human Resources drafted a set of proposals for discussion. They can be summarized as follows:

Proposal 1: Eliminate salary grades 50, 51, and 52 at one time through Legislative action.

Proposal 2: Eliminate salary grades 50, 51, and 52 over a three year period through Legislative action.

Proposal 3: Establish special salary entry rates for salary grades 50, 51, and 52 by action of the State Personnel Commission.

Proposal 4: Redefine criteria for moving up through salary grades, by action of the State Personnel Commission.

In a joint meeting with several housekeepers and representatives of University Administration, it was decided to distribute and explain these proposals to all Housekeepers and attempt to get a consensus on the best approach.

A series of meetings was held which all Housekeepers were asked to attend. At the meetings, representatives of the Housekeeping Division and the Office of Human Resources presented information about the proposals and answered questions. Housekeepers were asked to consider the proposals and be prepared to indicate their preference. At another series of meetings, a straw vote was taken. There was overwhelming support for Proposal #1, which involved immediate elimination of salary grades 50, 51, and 52. Since this option required Legislative action, this information was communicated by Vice Chancellor for Business and Finance Wayne Jones to Representative Barnes.

Compression Issues. Although significant salary compression exists throughout the University due to the lack of in-range movement in the State system, the salary compression problems for lowest-paid employees are particularly striking. The positive result of the Accelerated Pay Plan has clearly been the faster movement of employees to the maximum of the Accelerated Pay Plan (currently $14,549). However, an unintended negative result of the plan is that a large number of employees with varying years of experience are now receiving the same salary of $14,549. This problem will continue to grow more acute until the Accelerated Pay Plan is modified or until the State adopts a new compensation plan which includes mechanisms for in-range movement.

Training

A Training and Development Department was established within the Office of Human Resources in January of 1991. The Department was charged with developing a range of training programs to improve the skills of employees and supervisors throughout the University.

Work-Based Learning Program. In 1991, the Training and Development Department assumed responsibility for the existing Work-Based Learning Program which had been operating out of the Physical Plant. In this program, University employees are given three hours of work time per week to participate in G. E. D., Adult Basic Education or Adult High School Diploma Programs. Durham Technical and Community College provides instructors for the program and UNC-CH students serve as volunteer tutors through Project Literacy. This Fall enrollment stands at 67, 59 of whom are Housekeepers. In 1992, the Work-Based Education Program was expanded so that employees participating in the program can be paid for an additional three hours of work time (at overtime rates if appropriate). This results in a total of six *paid* hours per week available for participation in this program, three hours of which may be at overtime rates.

University Training Programs. The University Training and Development Department has established a broad range of training programs for University employees. All employees, including Housekeepers, are eligible to participate in any of these training programs with supervisory approval. In 1992, the Physical Plant eliminated an existing policy which limited the number of hours of non work-related training in which employees could participate. The training programs are advertised through the *University Gazette,* which is distributed every two weeks to all employees.

In January of 1992, the University created a Basic Clerical Skills Program, which provides introductory skills training for the clerical support area and is designed for persons with no formal training beyond high school or G.E.D. Approximately 18 employees, 17 of whom are Housekeepers, are enrolled in this program at present. When the first class completes the program in January of 1994, they will be offered the opportunity to continue in a "mentoring" program in an effort to help these employees find clerical positions within the University. Additional quarterly sessions on selected topics such as interviewing skills, Transfer Opportunity Program, and resume writing will be held for Basic Clerical Skills Program participants.

Employee, Spouse and Dependent Scholarship Program. In May of 1992, the Chancellor established an Employee, Spouse and Dependent Scholarship Program for employees and their dependents who are attending UNC-CH as undergraduates. The scholarships are awarded on the basis of need. In the first round of awards for the Fall, 1992 semester, one housekeeper and the individual's spouse were both awarded scholarships.

Educational Assistance Program. In 1992, the University also implemented an Educational Assistance Program supported by an Educational Assistance Fund. The program allows for tuition reimbursement for work-related courses at any accredited institution. The fund enables employees whose departments cannot pay to receive reimbursement for attending technical or community colleges, taking a correspondence course, or attending work-related workshops or conferences. The Educational Assistance Fund contains more than adequate funding for the requests to date.

Supervisory Training. The Training and Development Department has concentrated on improving supervision at all levels of the University through supervisory training. Chancellor Hardin, for the past three years, has provided $70,000 per year for supervisory training from post-season athletic revenues. A new program, Supervisory Resources, was established to assist all University supervisors in understanding University policies and procedures. Interaction Management, a program designed to enhance supervisory skills, continues to be offered on a regular basis. In addition, a special supervisory training program for first- and second-level supervisors was developed jointly by the Office of Human Resources and the Office of State Personnel and was piloted at UNC-CH.

Housekeeper Information Program. In response to a request from Housekeep-

ing Superintendent, Mr. Hardy White, the Training and Development Department assisted in developing a special series of programs for University Housekeepers. The programs included presentations about University benefits, the TOP transfer program, sexual and racial harassment, University policies, worker's compensation, etc. The programs were held during regularly scheduled meetings of Housekeeping shops during the summer and fall of 1993.

Apprenticeship Program. The Physical Plant and the Training and Development Department worked together to establish a state-approved apprenticeship program. The program allows employees to be hired into a position in which they must complete both additional educational and experience requirements in order to progress into a skilled craft position. The Physical Plant has two apprenticeship positions at this time.

Supervision

Supervisory Training. All Housekeeping Supervisors participate in the University's Supervisory Resources Program. In addition, many supervisors participated in the new first- and second-level supervision program as well as the Interaction Management supervisory skills program.

Communication. All housekeeping administrators and supervisors meet at least monthly to improve communication, continuity of operations, and morale. A questionnaire was distributed to all Housekeepers asking for the traits of a quality supervisor. Over 300 responses were collated and the results published. Housekeeper supervisors use this list as a guide.

Working Conditions

Communication. The University is working to develop a quality work environment in the Housekeeping Division. Through a series of meetings with elected representatives of housekeeping shops, all housekeeping staff, individual housekeepers, and open town hall meetings, the management of Facilities Management has opened communications in order to hear and respond to concerns about working conditions. Director of Physical Plant Herbert Paul conducts regular meetings with the elected representatives of each housekeeping shop. A Housekeeping newsletter is published monthly and distributed throughout Housekeeping. It provides current information on activities in Housekeeping, including safety, training, and items of personal interest.

Associate Vice Chancellor for Facilities Management Bruce Runberg visited all housekeeping shops in September and October of 1993 for open meetings. His theme was the development of a quality organization. The meetings were also an opportunity for two-way communication on all issues of interest to housekeepers. Numerous actions were taken based upon items brought up at these meetings. In addition, there is an "open door" policy throughout Facilities Management administration so that employees may bring issues of concern directly to any level of management. A number of housekeeping employees have used this policy to bring concerns and issues to the attention of management.

Employee Forum. In 1992, Chancellor Hardin established an Employee Forum composed of elected representatives of SPA and EPA Non-Faculty employees of the University. The Forum serves in an advisory capacity to the Chancellor. Housekeepers and other lowest-paid employees are represented on the Forum.

Retaliation. In meetings with housekeepers, concern was expressed by some housekeepers about the possibility of retaliation. Posters were printed and sent to each University department and a series of meetings was held with all housekeepers to review the University's commitment against retaliation and to introduce housekeepers to dealing with individual work-related issues through mediation, counseling, or formal grievances.

Facilities and Equipment. The former laundry building on Cameron Avenue has been identified to become the new Housekeeping Administration Building. The building will be refurbished to include offices, training rooms, shops, and warehouse space. The project is in the design stage with an anticipated completion date of 1995.

A program was implemented to improve housekeeping offices, closets, and break rooms. The program includes painting, shelving, lighting, refrigerators, microwaves, and furniture. This is a continuing program of improvements. A program to purchase new equipment was initiated, and buildings have been equipped with sufficient vacuum cleaners and floor machines.

Work Hours. University Housekeepers are assigned to different shifts depending on the assigned work area. Recent news reports have cited the lack of lunch breaks for Housekeepers. It is true that most Housekeepers work eight-hour shifts with no lunch break. This schedule was adopted at the request of Housekeepers, many of whom were anxious to finish their shift at the University in order to accommodate second jobs. Because of the controversy surrounding lunch breaks, Associate Vice Chancellor Runberg recently reviewed this issue in his meetings with Housekeepers. The overwhelming response of the Housekeepers was their desire to keep the work schedule as it currently exists. If a lunch break were to be included, the shift would be extended but pay would not increase.

Parking and Safety. Some housekeepers have expressed concerns about parking and safety. Extra efforts and special arrangements have provided ease of parking for some Housekeepers at locations such as the Ambulatory Care Center, Ehringhaus, and Hinton James. P-2-P service was expanded in the morning to provide service from the F parking lot to the workplace for some employees. We provide a variety of special parking locations and permits to assist Housekeepers, including reduced price AM permits.

Promotional Opportunities. The Housekeeping Division has a fairly well-structured career ladder. This campus took the lead in working with the State

to establish the Team Leader classification (Grade 52) in order to make it possible for Housekeepers to move up from within the ranks to assume supervisory positions. The possible ladder is now:

Grade 50	Housekeeper
Grade 52	Vehicle Operator I Housekeeping Team Leader Housekeeping Trainer
Grade 53	Floor Maintenance Assistant
Grade 54	Housekeeping Supervisor I
Grade 56	Building Custodian
Grade 58	Maintenance Mechanic I Housekeeping Supervisor II
Grade 62	Floor Maintenance Supervisor I
Grade 65	Univ. Housekeeping Asst. Administrator I
Grade 68	Univ. Housekeeping Asst. Administrator II
Grade 75	Univ. Housekeeping Administrator V

A total of 201 Housekeeping employees who were at pay grade 50 or 52 have earned at least one promotion in the last six years. Many of these employees received multiple promotions in Housekeeping or other work areas on campus. Records show the following upward movement:

# of Employees	From Grade	To Grade
96	50	52
36	50	53
30	50	54
1	50	55
3	50	56
4	50	57
8	50	58
3	50	61
3	50	62
1	50	63
5	50	65
1	52	53
6	52	54
1	52	56
3	52	58

Other Issues

Litigation. In December of 1992, seven Housekeepers filed a Petition in the Office of Administrative Hearings, seeking a hearing on their claims that the University had discriminated against them in salary, training, and supervisory practices. Later, these seven housekeepers moved to have their case deemed a class action by the Administrative Law Judge presiding over the case. In correspondence with counsel for the Housekeepers over the past two years, the University has consistently maintained that class action grievances are not allowable under its employee grievance procedure, and that any individual Housekeeper who so wished could file a University grievance at any time. In addition, the University, the Orange County Legislative delegation, and the Office of State Personnel have all informed the Housekeepers that resolution of their salary concerns can only be achieved through action of the General Assembly, as outlined above.

In the Office of Administrative Hearings, the University continued to maintain that class action grievances are not appropriate under the laws governing such cases and presented evidence, some of which is restated in this Report, showing that the Housekeepers have not been discriminated against on the basis of race in salary, training opportunities, or supervisory policies and practices. In addition, the University argued that the Housekeepers were attempting to raise claims for relief not provided under the State Personnel Act, the law which authorizes state employee grievances. In November of 1993, a Superior Court Judge agreed with the University's position and dismissed the Housekeepers' case. The University regrets that the Housekeepers have elected to appeal that decision to the Court of Appeals, rather than to join the University's long-standing efforts to seek improvement in pay for its lowest-paid employees from the General Assembly.

Child Care. The cost of child care in Orange County and the surrounding counties is among the highest in the State. The University's Child Care Advisory Committee, with support from Pan-University funds, recently established a Child Care Financial Assistance Program. This program provides subsidies for children of employees and students to attend registered or licensed day care centers or day care homes. Eligibility for the program and the amount of the subsidy are determined by family income. Many Housekeepers have applied for and are receiving subsidies.

Work-Related Problem Resolution. The University has placed emphasis on providing mechanisms for prompt resolution of employee concerns related to their work. The Counseling Service was established in 1990 to provide confidential assistance to employees regarding workplace problems. Since 1990, the service has been extraordinarily effective in counseling, mediating, and resolving workplace disputes. Many Housekeepers have used this service and have resolved their problems or concerns.

Agenda for the Future

Comprehensive efforts have been made to address concerns expressed by Housekeepers over the last several years. Significant progress has been made with regard to pay for our lowest-paid employees. Training opportunities have been radically expanded and working conditions concerns have been addressed. It is our intent to continue to support salary increases for our lowest-paid employees as a priority issue. In addition, we will continue to direct attention to opening lines of communication with Housekeeping employees, inviting concerns and constructive resolution of problems.

Appendix A

Average Housekeeper Salaries for UNC Institutions
Oct. 31, 1993

Institution	Average Salary
UNC-Greensboro	$15,192
East Carolina	14,972
Appalachian State	14,926
UNC-Chapel Hill	14,879
N.C. A & T State	14,827
N.C. State	14,787
Elizabeth City State	14,719
UNC-Charlotte	14,672
School of Science/Math	14,602
Western Carolina	14,565
Pembroke State	14,553
UNC-Wilmington	14,510
N.C. Central	14,469
UNC-Asheville	14,405
School of the Arts	14,363
Winston-Salem State	14,271
UNC Hospitals	14,189
Fayetteville State	14,165

Source: Office of State Personnel

Appendix B

Average Housekeeper Turnover Rates for UNC Institutions
Nov. 1, 1992 - Oct. 31, 1993

Institution	Turnover Rate
UNC Hospitals	30.77%
School of the Arts	27.78
N.C. A & T State	23.29
N.C. State	22.04
UNC-Chapel Hill	19.76
UNC-Asheville	19.23
Winston-Salem State	14.71
School of Science/Math	14.29
UNC-Charlotte	13.89
Elizabeth City State	12.00
UNC-Wilmington	11.11
East Carolina	10.97
UNC-Greensboro	9.26
N.C. Central	9.25
Western Carolina	8.43
Appalachian State	7.90
Pembroke State	7.69
Fayetteville State	6.25

Source: Office of State Personnel

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